

Retaining your talent

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Retaining Your Talent

- * 25 years in professional recruitment
- * 23 with Merston Peters from employee to major shareholder
- * Specialists within the agricultural supply sector at both manufacturing and distribution levels.
- * Involved in placement of over 2000 individuals
- * Predominantly headhunt based

Retaining your talent



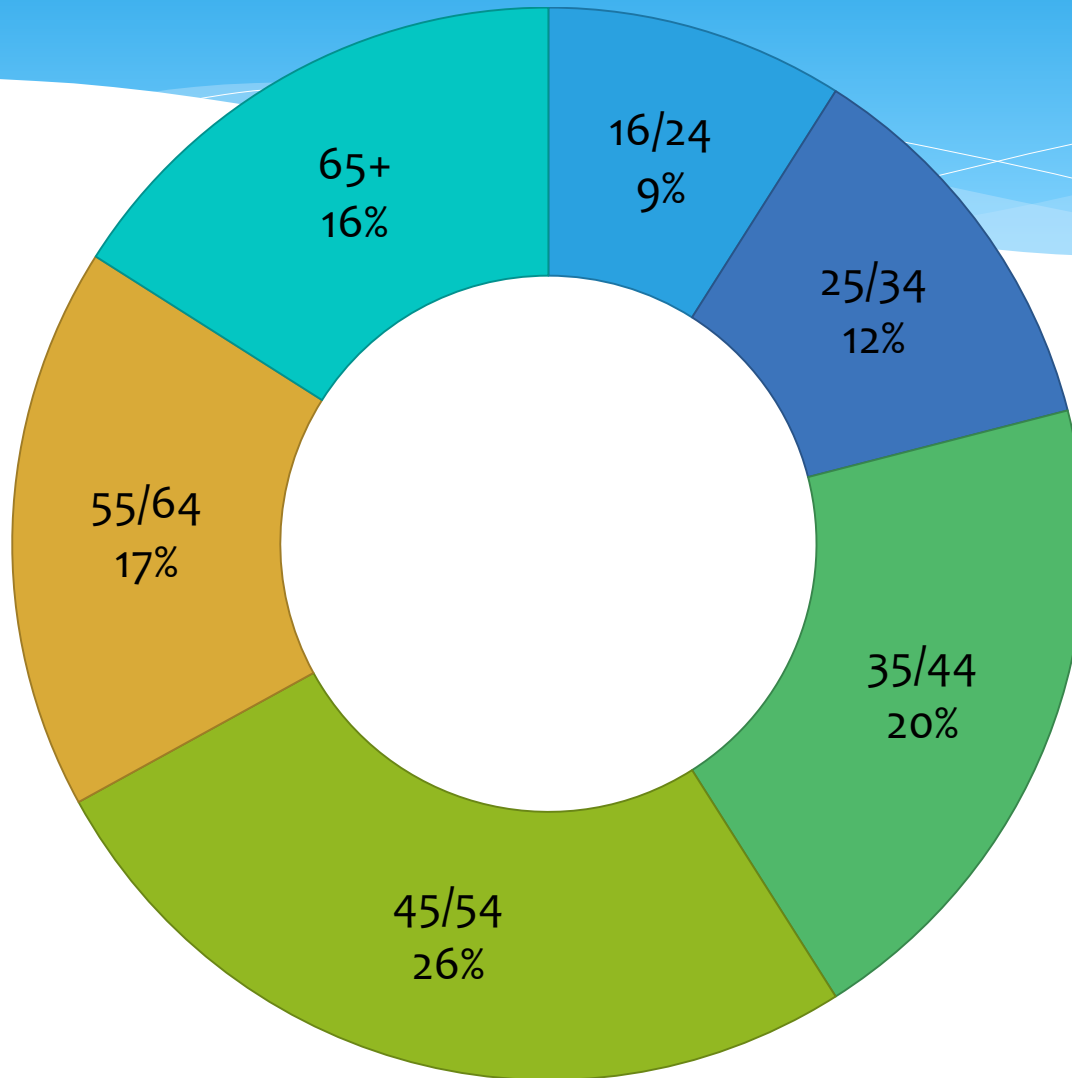
Retaining your talent

- * The Recruitment Market
- * Toughest environment in 25 years experience
- * Working ever harder to deliver the right result
 - * Demographic pressure
 - * Total lack of investment in last 15 years
 - * Economic stress
 - * Difficult housing market/real cost of relocation
 - * Willingness of existing employer to play hard to retain
- * Should be easier to keep your talent

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- * Demographics
 - * 111,540 businesses employing 444,600 people
 - * 97% of businesses employ less than 10 people
 - * 77% are Male
 - * 99% are white British
 - * You can already see some obvious areas of opportunity emerging

Retaining your talent



Retaining your talent

- * Demographics
 - * Over 55's represent 33% of the working population
 - * 146,718 people will have reached or surpassed retirement age within the next ten years
 - * 71,136 are already working beyond 65
 - * 93,366 are under 35
 - * The industry needs to recruit and develop 5000 new people per annum to meet the impending needs
 - * Given the proportion already working beyond retirement age there is already a vacuum effect.

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- * In one way this pressure makes me one of the few happy people in the room.
 - * Recruitment of competitors people is an attractive option.
 - * Of the 50,000 plus people required
 - * 11,000 in sales and customer service
 - * 8,000 in managerial roles
 - * The value of people is increasing
 - * Market pressures always win
 - * Poultry dressers featured in the top five salary increases last year up 13.9% to an average of £16,531

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- * Increasing values within a short market is a fact of life
 - * The market always wins
- * There are other alternatives to just paying more but it is worth understanding the market
 - * Let's look at some graduate advertising examples

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- * £31,500 pa
- * £10k golden hello
- * Laptop
- * AMEX Card
- * Interest free season ticket (rail)
- * Generous pension scheme
- * Share purchase plan
- * 30 days holiday
- * 3 days charity leave
- * Subsidised Gym membership
- * Private Healthcare, life insurance and critical illness cover
- * Maternity/Paternity leave
- * Generous car cash allowance

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- * Accenture, a leading management consultancy advertising within agriculturally linked websites.

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- * £25,000 reviewed every six months
- * £1,500 joining bonus
- * Relocation assistance
- * Mentoring
- * Cross functional development opportunity
- * 21 days holidays, rising to 26 plus 8 statutory public holidays
- * Professional qualification sponsorship BASIS/Facts

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- * Closer to home
 - * British Sugar agricultural graduate scheme

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- * Seen recently on an agricultural recruiters website
 - * Trainee farm managers
 - * From £10k



- * There is a positive light

- * A recent ONS study into happiness found that people who work in agriculture, forestry and fisheries are the most content.

- * The information has been amassed to help young people make informed choices about their future

- * Maybe, as an industry we should be doing something to promote this.

Retaining your talent

- * What is the greatest influence on retaining and developing your talent?
 - * The management culture
 - * It starts at the top and filters down
 - * Not only impacting on employees but also your customer experience

Retaining your talent

- * From a Chartered Institute of Management survey
 - * 49% of employees have left a job due to a poor manager
 - * Over half of these would rather have accepted a pay cut in exchange for a better boss
 - * Interestingly 68% of bosses stated that they had fallen into the role by chance
 - * 40% of managers did not want the responsibility of leadership
 - * There are estimated to be 4.8 million managers in the UK
 - * How do you and yours match up?

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- * It's not just senior managers
 - * If you replace a low performing supervisor with a high performer, a team of nine will produce the output of a team of ten
 - * Interestingly the good habits of the high performing supervisor remain with the team once they move on
 - * Up skilling of the team was considered more useful by the workers, ahead of motivational activities

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- * The leadership of an organisation is the greatest factor to attract, engage and develop the best people
 - * What do employees look for in a leader?
 - * Credibility
 - * Trust
 - * Communication
 - * Consistency
 - * Resilience

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- * “A true leader has the confidence to stand alone, the courage to make tough decisions and the compassion to listen to others. They do not set out to become a leader, but become one by the equality of their actions and the integrity of their intent.”

* Douglas Macarthur

Retaining your talent

- * Flexibility and creativity in remuneration packages is another area to consider.
 - * Given an ageing working population and the desire to attract and develop new talent into the industry
 - * A one size fits all approach is unlikely to be attractive
 - * Consider what is important to different groups of people.
 - * For younger people cash is king, the cost of bringing up a young family is ever increasing
 - * For more mature employees, a focus on retirement and planning is likely to be more relevant.
 - * Shifting the focus of remuneration and rewards might be cost neutral, whilst delivering benefits and increasing employee satisfaction. More importantly it shows that you care.

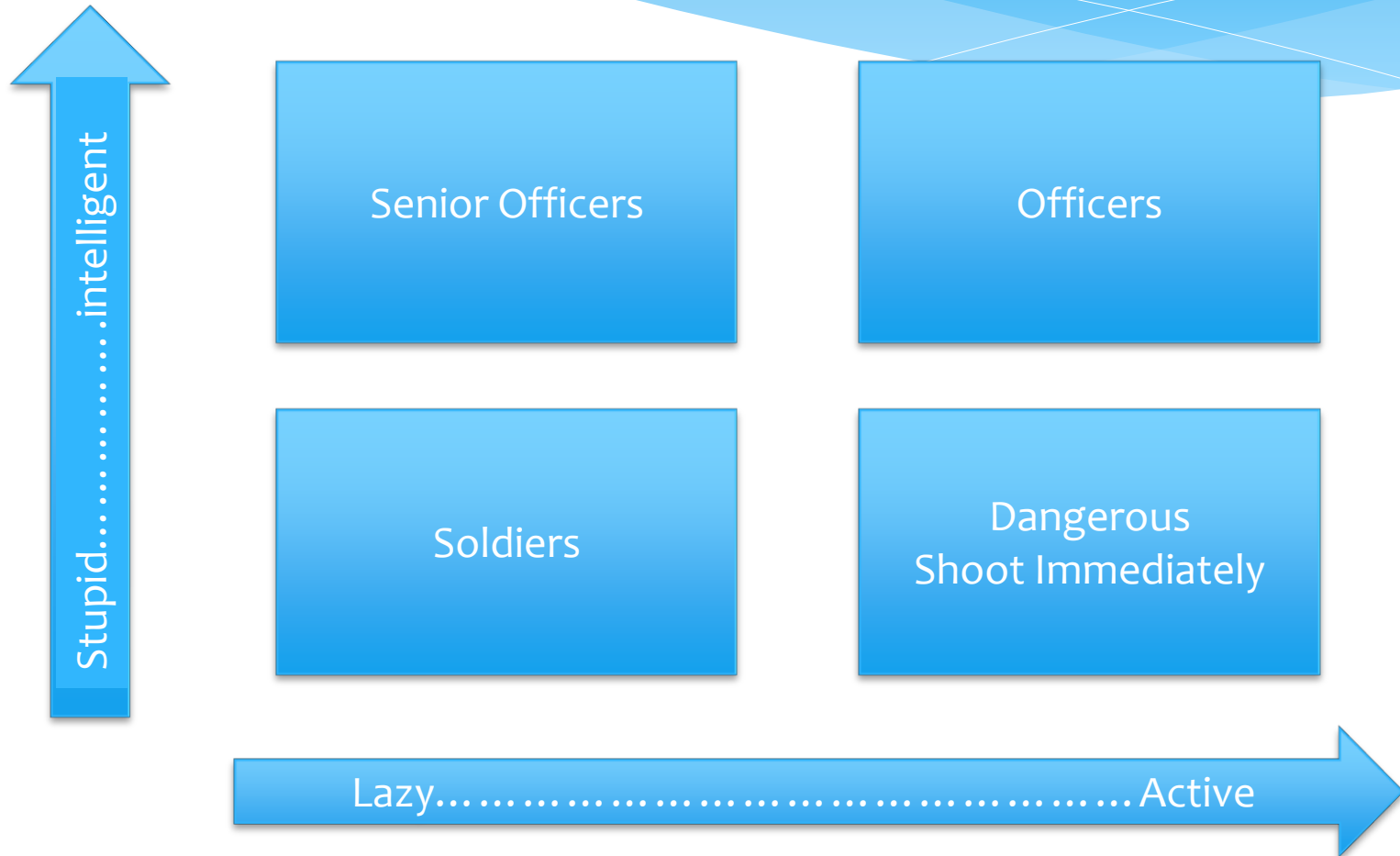
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- * Ensure that you employ the right raw material to develop into your future talent.
 - * Recruit for attitude not skill
 - * One client put it very succinctly
 - * Give me a person with personality, intelligence and energy and they can achieve most things.
 - * Psychometric testing has become commonplace in the recruitment sector, the ability to measure behavioural traits and compare against the working population.

Retaining your talent

- * Back in 2200 BC records show that the Chinese Emperor developed gruelling physical tests to assess the suitability of warriors.
- * At the turn of the 20th Century Sir Francis Galton a cousin of Charles Darwin developed the basis of today's recognised assessment systems. He had a fascination with individual's differences
- * The following is an early assessment system known as the Prussian Army Model

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- * Training and development
 - * Within the fresh produce sector there is a terrific example of collaboration.
 - * MDS is a collective of over 25 companies, established over 25 years, that support a centralised recruitment and development programme
 - * Includes major retailers, growers, packers and importers
 - * Four 6 month placements, over 24 months, with supported learning and development and a Harper Adams accredited qualification
 - * Now moving into the training and development of agronomists
 - * It would be good to see other industry sectors collaborating in the same manner

Retaining your talent

- * Summary
- * There is a talent shortage that is getting worse
- * There is no cure for ageing, succession planning is high on the agenda
- * Your competition is getting stronger
- * You need to be prepared to succeed, the best candidates have choices
- * Work on the quality of your management, become world class
- * Be flexible on how you attract and reward people, show that you care
- * Be prepared to invest in success through training and development
- * Growing new people is a long term strategy
- * I never force anybody to leave their current role but merely identify the weaknesses within their current employers. There are some businesses where I know I will be wasting my time, the challenge is to make yours one of them.